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CHARTER FOR THE INTELLIGENCE INTEGRATION DIVISION

INTRODUCTION

This document is designed to serve as a general guide to the operation and administration of the Intelligence Integration Division. It has also an even more important purpose--to provide each individual in the Division a clear concept of his job and with a yardstick against which both he and his superiors may measure his performance. It is not intended to present a job-description, in the usual sense, but rather a basis for a mutual understanding of the responsibilities of relations between each member of the organization and his superiors and colleagues.

OUTLINE

- I. The Division Chief
- II. The Deputy Chief
- III. The Special Projects Officer
- IV. The Administrative Assistant
- V. The Instructor
- VI. The Supervisors
- VII. The Analysts
- VIII. The Clerical Personnel

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I. THE DIVISION CHIEF

A. His Mission:

In accordance with the policies and directives of the Assistant Director, OSO, and the Chief, STD, the Chief of the Intelligence Integration Division is charged with the operation and administration of an organization designed to receive, process and make available the Counter Espionage information that is gathered by OSO.

B. His Functions:

1. To determine the specific objectives of the Division, to establish procedures for and to fix the responsibilities of his Division.
2. To direct and supervise the operation of the Division.
3. To initiate and carry into execution programs for the development and evolution of the Division.
4. To be the final arbiter for the Division in any case of inability to reconcile divergent views or opinions among his subordinates.
5. To conduct such liaison at the Division level as is required.
6. To supervise the preparation and submission of such periodic or special reports as are required of the Division.
7. To so organize and administer his Division as to assure efficient production, economical operation, competent guidance of personnel, and maintenance of high morale, remaining always accessible to each and every member of the Division.
8. To put into execution the security regulations of the CIA as they relate to the operation of his division, assuring the scrupulous adherence thereto on the part of all his subordinates.
9. To assist and advise the AD/SO and Chief, STD, on intelligence, administrative and policy matters, and to perform such specific duties as the AD/SO or Chief, STD, may from time to time direct.

C. His Functions Will Have Been Performed Satisfactorily When:

1. He has secured a smooth and expeditious flow of information and intelligence through his Division and into a readily accessible categorical system.
2. He has organized and administered his office efficiently with respect to both personnel and office management, so that it is an efficient and smoothly operating unit of the CIA.

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3. He has delegated authority to his subordinates in such a way as to relieve himself of the burden of routine detail, thereby permitting him to devote his energy and ability effectively to the broader programs of planning, policy, direction and supervision.

4. He has maintained, and has assured maintenance by his subordinates, of close and friendly liaison at appropriate levels with other components of O30, CIA and other agencies of the Government.

5. He has demonstrated his effectiveness in assisting and advising the AD/50 and the Chief, STD, in applying their policies and directives to the operation of his division.

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II. THE DEPUTY CHIEF

A. His Mission:

Within the sphere of the policies and directives of the AD/SO and Chief, STD, the Deputy Chief for Operations is responsible for assisting and advising, and when necessary acting for the Chief, IID, in the operation and administration of an organization designed to process and integrate information and intelligence into a collated categorical system of records.

B. His Functions:

1. Within the scope of his mission, to insure that the Division Chief is relieved of as much of the routine detail incident to the operation of the division as is feasible, at the same time assuring that the Division Chief is constantly aware of all important activities, operations and developments taking place within the Division and with other components of OSO.
2. When necessary, because of the absence of the Division Chief, to assume responsibility for and to carry out all of the duties and functions of the Division Chief.
3. To carry out such duties and functions of the Division Chief as the latter may delegate to him.
4. To put into execution and to supervise the operational plans, policies and directives of the Division Chief, and to act as his principal adviser and assistant with respect to the operations and administration of the Division.
5. To know the security regulations of the CIA, OSO and IID, and to be responsible for scrupulous adherence thereto.

C. His Functions Will Have Been Performed Satisfactorily When:

1. He has demonstrated his effectiveness in assisting and advising the Division Chief, and in harmoniously applying the latter's policies and directives to the operation of the Division.
2. He has demonstrated his ability to relieve the Division Chief of the burden of routing operating detail, allowing the latter to devote the major part of his energy and ability to the broader programs of planning, policy, direction and supervision.
3. He has, by exercise of understanding, initiative, perseverance, loyalty and moral courage, demonstrated his ability to assume responsibility and carry out effectively any or all of the functions of the Division Chief.

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III. THE SPECIAL PROJECTS OFFICER

A. His Mission:

Within the sphere of the policies and directives of the AD/SO and Chief, STD, the Special Projects Officer is responsible for assisting and advising the Chief of IID, and when necessary, acting for the Deputy Chief.

B. His Functions:

1. Within the scope of his mission, to insure that the Division Chief is relieved of as much of the routine detail incident to the administration of the Division projects as is feasible, at the same time assuring that the Division Chief and the Deputy are constantly aware of all important operational and administrative activities and developments taking place within the Division and other components of OSO.
2. When necessary, because of the absence of the Deputy, to assume responsibility for and to carry out all of the duties and functions of the Deputy.
3. To carry out such duties and functions of the division Chief as the latter may delegate to him.
4. To put into execution and to supervise the operational and administrative project plans, policies and directives of the Division Chief, and to act as his principal adviser and assistant with respect to the projects of the Division.
5. To know the security regulations of the CIA, OSO and IID, and to be responsible for scrupulous adherence thereto.

C. His Functions Will Have Been Performed Satisfactorily When:

1. He has demonstrated his effectiveness in assisting and advising the Division Chief, and in harmoniously applying the latter's policies and directives to the projects of the Division.
2. He has demonstrated his ability to relieve the Division Chief of the burden of routine administrative detail, allowing the latter to devote the major part of his energy and ability to the broader programs of planning, policy, direction and supervision.
3. He has, by exercise of understanding, initiative, perseverance, loyalty and moral courage, demonstrated his ability to assume responsibility and carry out effectively any or all of the functions of the Deputy.

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IV. THE ADMINISTRATIVE ASSISTANT

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A. His Mission:

The Administrative Assistant is charged with those administrative responsibilities in relation to personnel, office equipment, supplies and records of the Division which can be delegated by the Division Chief and the Deputy, and which will relieve them of the routine of day-to-day office management.

B. His Functions:

1. To assist and advise the Deputy on administrative matters and to disseminate administrative instructions applicable to the Division.

2. To assume that administrative supervision of the Division as is delegated by the Deputy.

3. To maintain the personnel records acquired by the Division and to advise the Division Chief particularly on such matters as absentee and sickness records, and promotion eligibilities.

4. To maintain duty rosters for the Division and to advise personnel of their detail to special duties.

5. To assist and advise the Division Chief on Division layout.

6. To make the necessary arrangements for procurement, location and maintenance of office equipment, and supplies required by the Division.

7. To make the necessary arrangements for procurement and distribution of the expendable supplies required by the Division.

8. To know the security regulations of the CIA, OSO and IID, and to be responsible for scrupulous adherence thereto.

9. To assume such other routine or special administrative duties as may be directed from time to time by the Deputy.

C. His Functions Will Have Been Performed Satisfactorily When:

1. Through comprehension of the problems involved, the exercise of initiative, and the application of a will to follow through, he has contributed materially to the development and promotion of a sound, efficient administrative routine for the Division.

2. He has demonstrated his effectiveness both in relieving the Deputy of concern for administrative detail and in keeping him well informed of the important administrative conditions existing or arising in the office.

3. He has demonstrated his effectiveness in dealing tactfully and harmoniously with his associates in the Division and other components of CIA.

4. He has shown his ability for dealing successfully with the problems arising within his administrative jurisdiction.

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V. THE INSTRUCTOR

A. His Mission:

The Instructor is charged with meeting personnel reporting for duty, orienting them, performing introductions, instructing them as to the general policies of OSO, STD and IID, and giving them specific training for their ultimate assignment within the Division.

B. His Functions:

1. To meet new personnel and introduce them to Division personnel.
2. To orient new personnel as to work hours, overtime, security regulations, and other general policies of OSO, STD and IID.
3. To teach all new personnel the specific duties and governing rules for the position the incumbent is to occupy.
4. To maintain a schedule of training progress for each new employee.
5. To retrain old employees for new assignments.
6. To recommend personnel reassignments to the Chief and Deputy, based upon personal observation of trainees.
7. To give the Division lectures that are required by the Training Division.
8. To give employees of Staffs and Foreign Divisions specific training in IID procedures and techniques as the occasion may demand.
9. To conduct orientation tours of the Division as part of the training program.

C. His Functions Will Have Been Performed Satisfactorily When:

1. He has thoroughly oriented and trained all new IID personnel.
2. He has retained experienced division personnel for new assignments.
3. He has conducted adequate tours and training for the personnel of Staffs and Foreign Divisions.
4. He has developed and delivered the lectures pertaining to the division that are required by Training Division.

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VI. THE SUPERVISORS

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A. Their Mission:

Within the purview of the Division policies and directives, each Supervisor is charged with the leadership and management of a team whose purpose is to process information and intelligence into a collated Counterespionage records system.

B. Their Functions:

1. To determine the specific objectives of his section, to establish procedures, and to fix clearly the responsibilities of his section and its members.
2. With the cooperation, assistance and advice of the Chief and Deputy of the Division, to plan and execute the long-range intelligence processing program of his section.
3. To initiate, and to encourage his subordinates to initiate, projects and techniques pertinent to the operation of his Section.
4. To supervise, review and be responsible for the production of his subordinates in order to insure that his Section produces a sound, finished job.
5. To supervise and maintain such coordination as is required with Sections of IID.
6. To indoctrinate his subordinates in all phases of their work, to delegate responsibility for aspects of the work that will challenge interest and ability, and to encourage advancement on the job.
7. To be responsible for the routine management of his Section, and to prepare such periodic or special administrative reports as may be required.
8. To know the security regulations of the CIA, OSO and IID and to be responsible for scrupulous adherence thereto.
9. To assist and advise the Division Chief and his Deputy on matters pertaining to the production and the administration of the Division.

C. His Functions Will Have Been Performed Satisfactorily When:

1. He has secured a smooth and expeditious flow of material through his Section.
2. He has administered and supervised his Section so that it is an effective and smoothly operating component of the Division.

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3. He has demonstrated his effectiveness in carrying out the policies and directives of the Division Chief, and in offering his superiors constructive assistance and advice.

4. He has demonstrated, by the exercise of initiative and the will to follow through, his effectiveness in promoting the maximum production by his section.

5. He has demonstrated his effectiveness in indoctrination, encouraging and developing the members of his section.

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VIII. THE ANALYSTS

A. Their Mission:

In accordance with the programs, policies and directives established by the Division Chief, and under the direction of his Section Supervisor, the Analyst is responsible for the assimilation, analysis and memoranda creation of the intelligence pertinent to his assigned geographical area or field of responsibility.

B. Their Functions:

Note: Each of the following functions is performed to a greater or lesser degree by every analyst whether assigned to Analysis functions or Service functions. They together constitute an overall guide for the section supervisor and a goal for the individual analyst.

1. To seek out and analyze all available information and intelligence pertinent to his assigned area of responsibility and commensurate with his ability, knowledge, and experience.
2. To prepare or assist in the preparation of all assigned projects.
3. To advise his Supervisor on those intelligence matters to which, in the course of his work, he has devoted particular attention or study, or in which may have become a specialist.
4. To assist his Supervisor in the development of long-range intelligence programs for his Section.
5. To develop procedures and methods of keeping intelligence records.
6. To assist his Supervisor in the preparation of such periodic or special reports of an administrative nature as are required of his section.
7. To perform such other specific assignments as shall be directed by his Supervisor.
8. To broaden his background knowledge of his particular area through study, assimilation of current material, and by availing himself of the knowledge and experience offered by his Supervisor.
9. To know the security regulations of the CIA, OSO and IID and be responsible for scrupulous adherence thereto.

C. His Functions Will have been Performed Satisfactorily When:

1. He has demonstrated through the exercise of initiative and the will to follow through, his ability to produce a smooth flow of soundly analyzed intelligence or complete memoranda.

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2. He has demonstrated personal interest in his job and an awareness of his responsibilities.

3. He has shown his ability to work successfully under pressure and to meet assigned deadlines or time limitations.

4. He has demonstrated his willingness and effectiveness in working harmoniously with his associates, preserving his loyalty to his superiors, and at the same time, retaining his own intellectual integrity.

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VIII. THE CLERICAL PERSONNEL

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A. Their Mission:

The clerical personnel assigned to the Intelligence Integration Division are members of a team charged with providing the typing, filing, searching, checking, general clerical and secretarial services which are essential to the Division's receipt, processing, collation and integration of information and intelligence into a smooth working records system.

B. Their Functions

Note: The operation of IID requires the performance of a variety of tasks and the application of numerous skills. Clerical workers, whether clerks, typists or secretaries, are assigned by their supervisors to specific duties commensurate with their abilities, knowledge and experience. Accordingly, it should be understood that the following functions apply to each individual in greater or lesser degrees, and altogether constitute a guide and a goal toward which the individual should be steadily advancing.

1. To do the typing, filing, searching, delivery and checking required by the Section or by the Division.
2. To assist in the development and operation of efficient procedures for processing intelligence and other material within the Section and other components of OSO.
3. To develop and maintain a tickler file or calendar of coming events adequate to meet the needs of the Section.
4. Under the supervision of the Section Supervisor to assist in compiling information or statistics, or otherwise performing basic research tasks commensurate with their ability and knowledge and as requested by their superiors.
5. To become thoroughly familiar with the operation of the section and with its position and function within IID, OSO and CIA.
6. To know the security regulations of the CIA, OSO and IID, and to be responsible for scrupulous adherence thereto.
7. To assist in the preparation of, or when called upon, to prepare such periodic or special reports as are required by the Section.
8. When called upon by the Deputy for Administration, to help their associates in other sections of IID to perform any unusual or emergency clerical tasks.
9. To plan and organize their work so as to be able to meet all time limitations or deadlines.
10. In accordance with the desires of the section supervisor, to receive callers, fulfilling the caller's requests when competent to do so, or directing him courteously to the properly qualified individual.

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C. Their Functions Will have been Performed Satisfactorily When:

1. Through personal interest in their work, the exercise of initiative, and application to follow through any task undertaken, they have made the maximum contribution to the efficient operation of or production by the Section.
2. They have demonstrated their ability to work in harmony with their associates both during normal operations and when under pressure.
3. They have demonstrated their effectiveness in increasing their knowledge not only of the specific job and those related to it, but also of the subject, activity, skill or area involved.

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